



TTI  
SUCCESS  
INSIGHTS®

## Sales

Ken Closer  
Sales  
Sample Company  
7-11-2014



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## Introduction

**Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.**

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

**In this report we are measuring four dimensions of normal behavior. They are:**

- How you respond to problems and challenges.
- How you influence others to your point of view.
- How you respond to the pace of the environment.
- How you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors in varying degrees of intensity."  
—W.M. Marston*



# Sales Characteristics

*Based on Ken's responses, the report has selected general statements to provide a broad understanding of his sales style. This section highlights how he deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style he brings to the job. Eliminate or modify any statement that is not true based on sales training or experience.*

Ken must be cautious to not dominate the sales process totally preventing him from determining the buyer's needs. He is a self-starter, generally resourceful and readily adaptable to many sales situations. He finds the actual sales process much more rewarding than completing all the paperwork involved. He is comfortable in a sales environment that contains variety and/or high pressure situations. He may be so self-confident about this ability to sell to anyone he may fail to qualify the prospect adequately. Ken perceives himself as a salesperson who is totally keyed to results. He wants to get things done in a way that is consistent with his perception of "the right way" for him to accomplish his sales goals. He wants the authority and responsibility to achieve his sales goals. He may at times tend to overstep his authority if it will help him achieve his goals. Under pressure, Ken has a tendency to actively seek new sales opportunities which test and develop his ability to accomplish results.

Ken may display his impatience if the buyer raises too many objections. He wants to close the sale and get on to the next challenge. Some buyers are intimidated by Ken's sales approach. He doesn't intentionally intimidate people, but he may be too blunt and direct for them. He may confront a potential buyer. Confrontation presents a challenge that he rarely turns down. He may become defensive if he hears objections to a service or product he helped to develop. Ken approaches sales in a direct, positive and straightforward manner. He always feels prepared to sell to anyone at anytime. The methodical buyer doesn't always appreciate his fast presentation. Ken's body language may sometimes get him into trouble. He projects a great sense of urgency, which some buyers may interpret as an unwillingness to listen to their needs.



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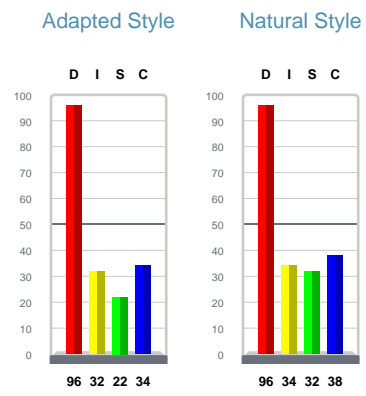
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## Sales Characteristics *Continued*

Ken prefers selling new accounts over servicing accounts with little potential; however, he may misread the potential of some accounts. He can be so direct with his closing that he antagonizes some buyers. The methodical buyer could be intimidated. He may lose interest in a client once the sale has been completed. His further interest may be based on the client's ability to buy additional products or services. He usually closes soon and often. He will close many sales the competition has sold but failed to close. Ken usually has his favorite close, and he might, therefore, resist using all the closes he knows. He often promises more service than he can deliver, especially if he must be the person to deliver. He usually has too many activities going on to fulfill all he promises.




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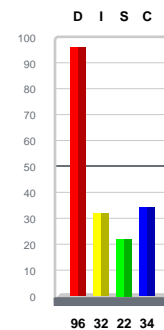
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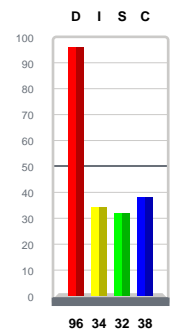
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Adapted Style



Natural Style



Ken Closer



# Value to the Organization

*This section of the report identifies the specific talents and behavior Ken brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.*

- Challenge-oriented.
- Forward-looking and future-oriented.
- Creativity.
- Humor and entertainment for sales meetings.
- Will join organizations to represent the company.
- Few dull moments.
- Sense of urgency.




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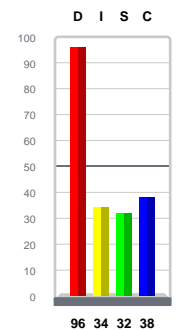
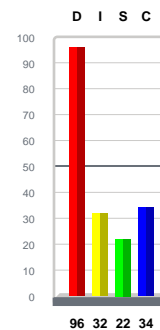
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Adapted Style

Natural Style





# Checklist for Communicating

Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Ken. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Ken most frequently.

## Ways to Communicate:

- Provide questions, alternatives and choices for making his own decisions.
- Take issue with facts, not the person, if you disagree.
- Present the facts logically; plan your presentation efficiently.
- Put projects in writing with deadlines.
- Be clear, specific, brief and to the point.
- Use his jargon.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Support and maintain an environment where he can be efficient.
- Read the body language--look for impatience or disapproval.
- Be isolated from interruptions.
- Provide systems to follow.
- Provide facts and figures about probability of success, or effectiveness of options.




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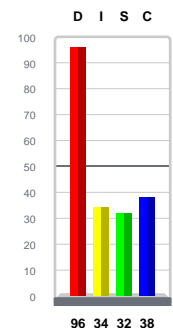
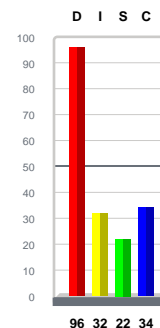
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Adapted Style

Natural Style





# Checklist for Communicating Continued

*This section of the report is a list of things NOT to do while communicating with Ken. Review each statement with Ken and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.*

## Ways NOT to Communicate:

- Be redundant.
- Ramble on, or waste his time.
- Be put off by his "cockiness."
- Let disagreement reflect on him personally.
- Ask rhetorical questions, or useless ones.
- Forget to follow-up.
- Dictate to him.
- Use paternalistic approach.
- Let him change the topic until you are finished.
- Direct or order.
- Forget or lose things; be disorganized or messy; confuse or distract his mind from business.
- Come with a ready-made decision, and don't make it for him.
- Assume he heard what you said.




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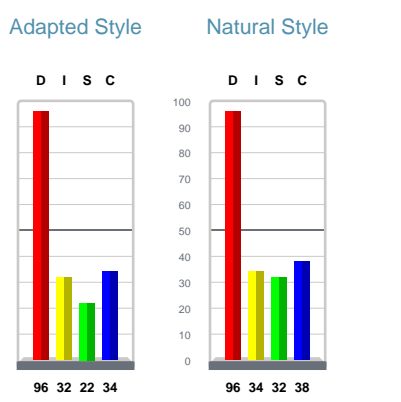
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## Selling Tips

*This section provides suggestions on methods which will improve Ken's communications when selling to different styles. The tips include a brief description of typical people in which he may interact. By adapting to the communication style desired by other people, Ken will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior salesperson.*

### **When selling to a person who is dependent, neat, conservative, perfectionist, careful and compliant:**

- Prepare your "presentation" in advance.
- Stick to business--provide fact to support your presentation.
- Be accurate and realistic--don't exaggerate.

#### **Factors that will create tension:**

- Being giddy, casual, informal, loud.
- Wasting time with small talk.
- Being disorganized or messy.

### **When selling to a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:**

- Be clear, specific, brief and to the point.
- Stick to business. Give an effective presentation.
- Come prepared with support material in a well-organized "package."

#### **Factors that will create tension:**

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

### **When selling to a person who is patient, predictable, reliable, steady, relaxed and modest:**

- Begin with a personal comment--break the ice.
- Present yourself softly, nonthreateningly and logically.
- Earn their trust--provide proven products.

#### **Factors that will create tension:**

- Rushing headlong into the interview.
- Being domineering or demanding.
- Forcing them to respond quickly to your questions.

### **When selling to a person who is magnetic, enthusiastic, friendly, demonstrative and political:**

- Provide a warm and friendly environment.
- Don't deal with a lot of details, unless they want them.
- Provide testimonials from people they see as important.

#### **Factors that will create tension:**

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.





# Ideal Environment

*This section identifies the ideal work environment based on Ken's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Ken enjoys and also those that create frustration.*

- Freedom from controls, supervision and details.
- Activities, and more activities.
- Support team with sense of urgency.
- An innovative and futuristic-oriented environment.
- Forum to express ideas and viewpoint.
- New products and new ideas to sell.
- Evaluation based on results, not the process.
- Works for a manager who makes quick decisions.
- Nonroutine work with challenge and opportunity.




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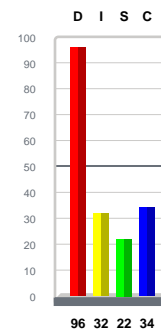
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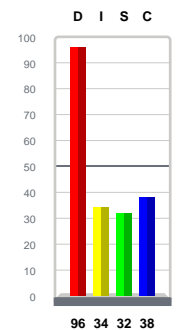
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Adapted Style



Natural Style





# Perceptions

## See Yourself as Others See You

A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on Ken's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Ken to project the image that will allow him to control the situation.

### Self-Perception

*Ken usually sees himself as being:*

- Pioneering
- Assertive
- Competitive
- Confident
- Positive
- Winner

### Others' Perception - Moderate

*Under moderate pressure, tension, stress or fatigue, others may see him as being:*

- Demanding
- Nervy
- Egotistical
- Aggressive

### Others' Perception - Extreme

*Under extreme pressure, stress or fatigue, others may see him as being:*

- Abrasive
- Controlling
- Arbitrary
- Opinionated




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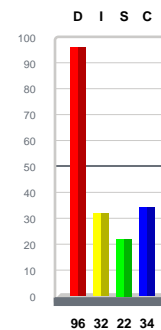
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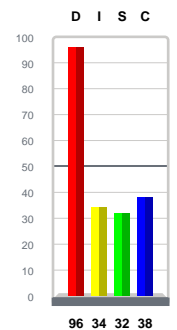
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Adapted Style



Natural Style





# Descriptors

Based on Ken's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he responds to rules and procedures set by others.

Demanding <b>Egocentric</b> Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic Trusting Sociable	Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive Predictable Consistent Deliberate Steady Stable	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment
<b>Dominance</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliance</b>
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive	<b>Reflective</b> <b>Factual</b> <b>Calculating</b> <b>Skeptical</b> Logical Undemonstrative Suspicious Matter-of-Fact Incisive Pessimistic Moody Critical	<b>Mobile</b> <b>Active</b> <b>Restless</b> <b>Alert</b> <b>Variety-Oriented</b> Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense	<b>Firm</b> <b>Independent</b> <b>Self-Willed</b> Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details



# Natural and Adapted Selling Style

Ken's natural selling style of dealing with problems, people, pace and procedures may not always fit the sales environment. This section is extremely important as it will identify if a salesperson's natural style or adapted style is correct for the current sales environment.

## PROBLEMS - CHALLENGES

### Natural

Ken tends to attack sales challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and will actively seek to achieve sales goals. He likes authority along with his responsibility and a territory that will constantly challenge him to perform up to his ability.

### Adapted

Ken sees no need to change his sales approach from his basic style as it is related to solving problems and challenges.

## PEOPLE - CONTACTS

### Natural

Ken is factual and logical in his attempt to persuade others. He looks at things in a rather direct and straightforward manner. His approach can be analytical and objective when attempting to influence others.

### Adapted

Ken sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.




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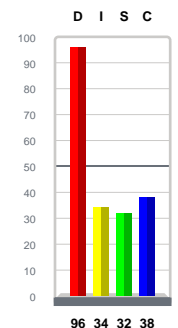
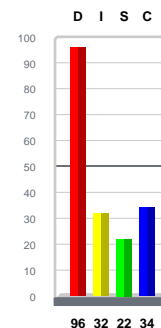
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Adapted Style

Natural Style







# Adapted Style

Ken sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Using an informal sales presentation.
- Handling a variety of products or services.
- Using authority and responsibility for completing the sale.
- Authority to carry out responsibility.
- Meeting customers in a direct and straightforward manner.
- A resourceful, eager self-starter.
- Impatient to overcome competition.
- A variety of sales activity.
- Adapting easily to changing sales territory.
- Impulsive and eager to keep the sales presentation moving.
- Alert, active attention to customers or clients.
- Challenging the status-quo.

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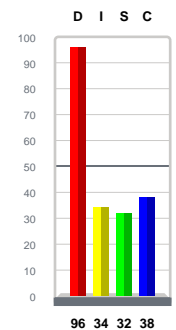
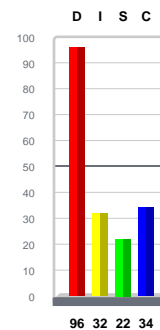
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Adapted Style

Natural Style





# Keys to Motivating

*This section of the report was produced by analyzing Ken's wants. People are motivated by the things they want; thus, wants that are satisfied no longer motivate. Review each statement produced in this section with Ken and highlight those that are present "wants."*

## Ken wants:

- Control of his own destiny.
- New challenges and problems to solve.
- Generalized work with few, lengthy and detailed projects or reports.
- Power and authority to take the risks to achieve sales results.
- To be seen as a leader.
- More time in the day.
- A sales manager who presents the big picture.
- Opportunity to verbalize his ideas and demonstrate his skills.
- A wide scope of activities.
- Freedom from routine work.
- Changing environments in which to work/play.




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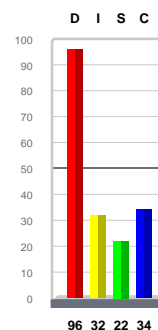
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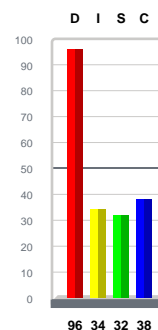
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Adapted Style



Natural Style





# Keys to Managing

*In this section are some needs which must be met in order for Ken to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Ken and identify 3 or 4 statements that are most important to him. This allows Ken to participate in forming his own personal management plan.*

## Ken needs:

- To adjust his intensity to match the situation.
- A program for pacing work and relaxing.
- To negotiate commitment face-to-face.
- To be confronted when in disagreement or when he breaks the rules.
- A work environment with many activities.
- Consistency.
- Deadlines for completion of work.
- An awareness of the parameters or rules in writing.
- To display empathy for people who approach life differently than he does.
- Respect for other people's personal property.
- To understand his role on the team--either a team player or the leader.
- To know results expected and to be evaluated on the results.
- Appreciation of slower-moving people and customers.




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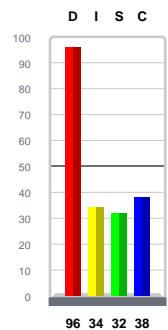
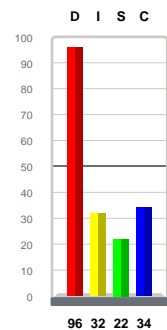
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Adapted Style

Natural Style







# Areas for Improvement

*In this area is a listing of possible limitations without regard to a specific job. Review with Ken and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.*

## Ken has a tendency to:

- Resist participation as part of the team, unless seen as a leader.
- Take on too many outside activities.
- Be weak at providing follow-up service if client has little potential for future sales.
- Dislike routine work--call reports, etc.
- Be a situational listener--hears only what he wants to hear.
- Blame, deny and defend when confronted with poor sales results.
- Dominate a sales presentation.
- Use fear as motive for buying.
- Take objections lightly.

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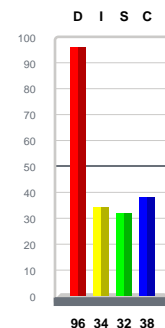
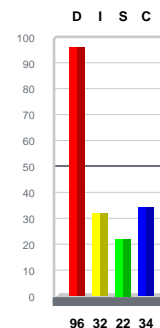
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Adapted Style      Natural Style





# Action Plan

## Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

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2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

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3. When I make changes to these behaviors, they will have the following impact on my career:

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4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

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# Action Plan

## Personal Development

1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

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2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

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3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

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4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

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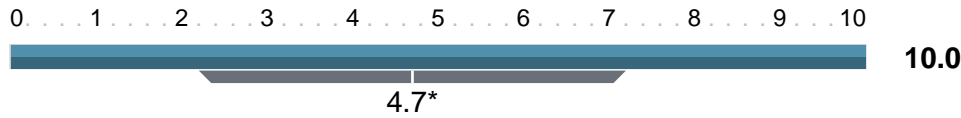
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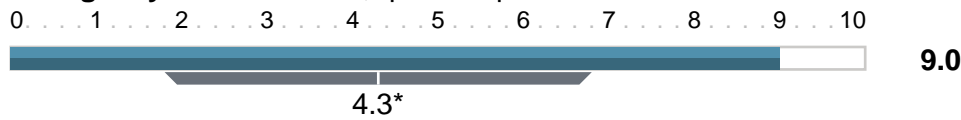
# Behavioral Hierarchy

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

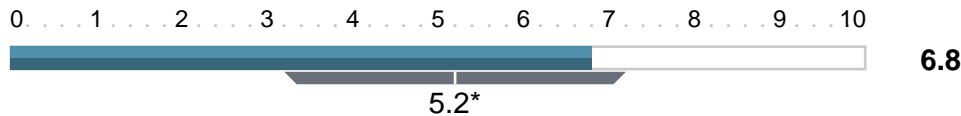
**1. Competitiveness** - Tenacity, boldness, assertiveness and a "will to win" in all situations.



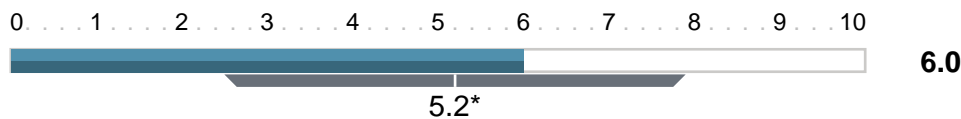
**2. Urgency** - Decisiveness, quick response and fast action.



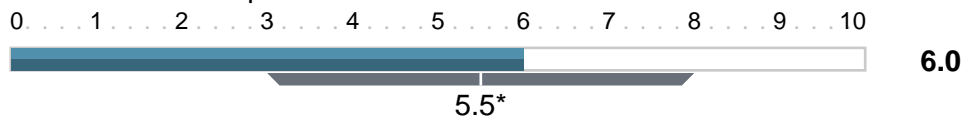
**3. Frequent Change** - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



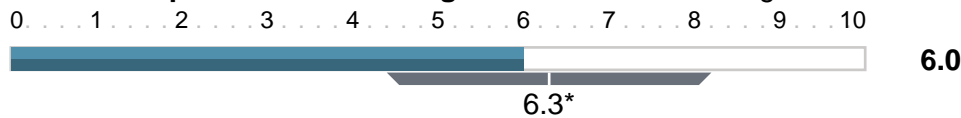
**4. Organized Workplace** - Systems and procedures followed for success.



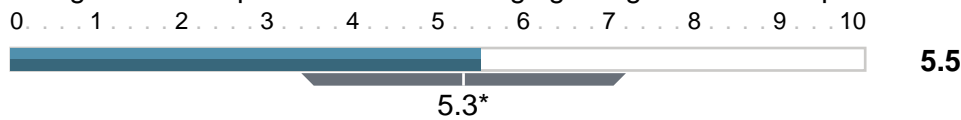
**5. Analysis of Data** - Information is maintained accurately for repeated examination as required.



**6. Follow Up and Follow Through** - A need to be thorough.



**7. Versatility** - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.




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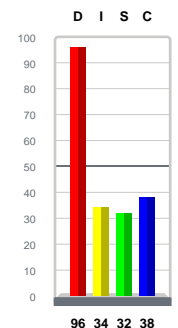
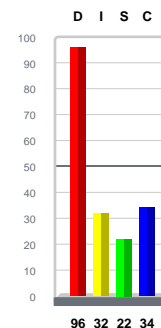
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Adapted Style Natural Style

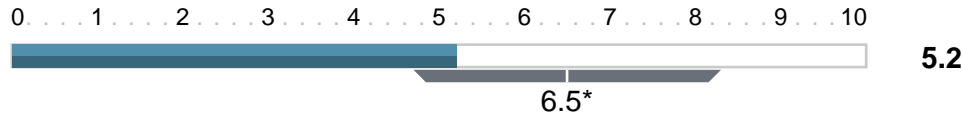


\* 68% of the population falls within the shaded area.

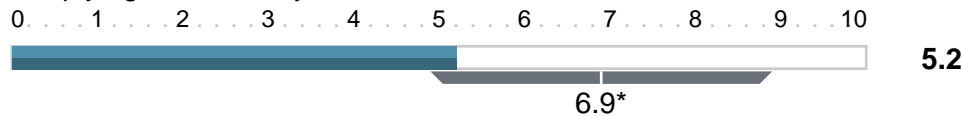


# Behavioral Hierarchy

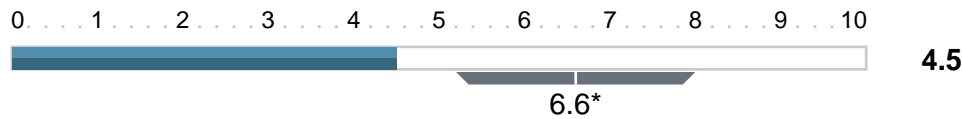
**8. Consistency** - The ability to do the job the same way.



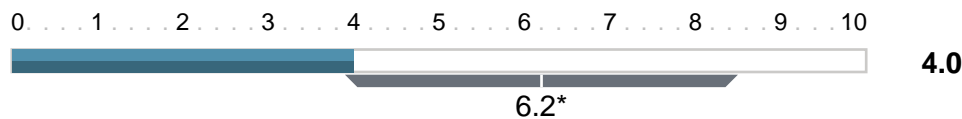
**9. Following Policy** - Complying with the policy or if no policy, complying with the way it has been done.



**10. Customer Relations** - A desire to convey your sincere interest in them.



**11. Frequent Interaction with Others** - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.

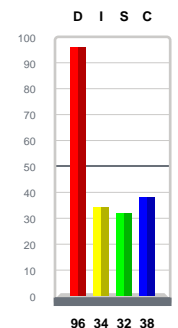
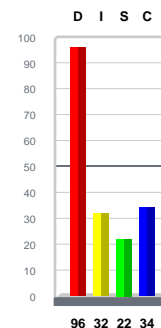


**12. People Oriented** - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



Adapted Style

Natural Style



SIA: 96-32-22-34 (01) SIN: 96-34-32-38 (01)  
\* 68% of the population falls within the shaded area.

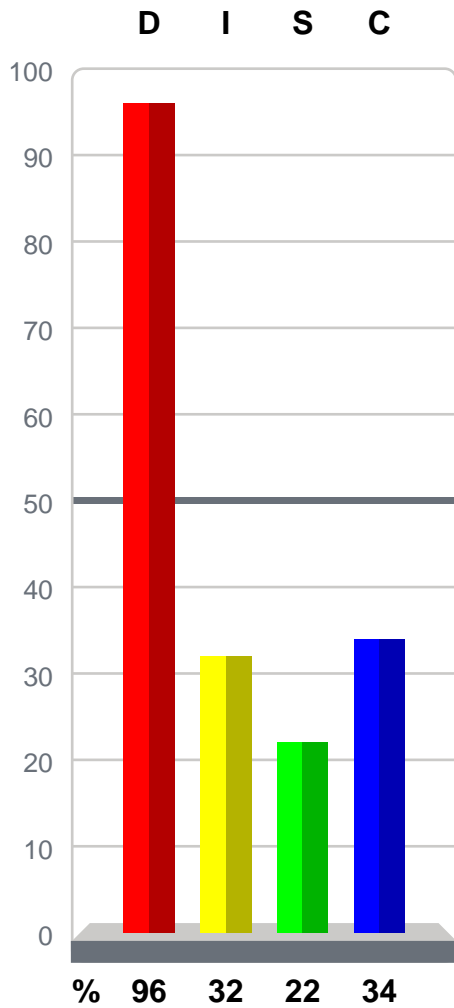


# Style Insights® Graphs

7-11-2014

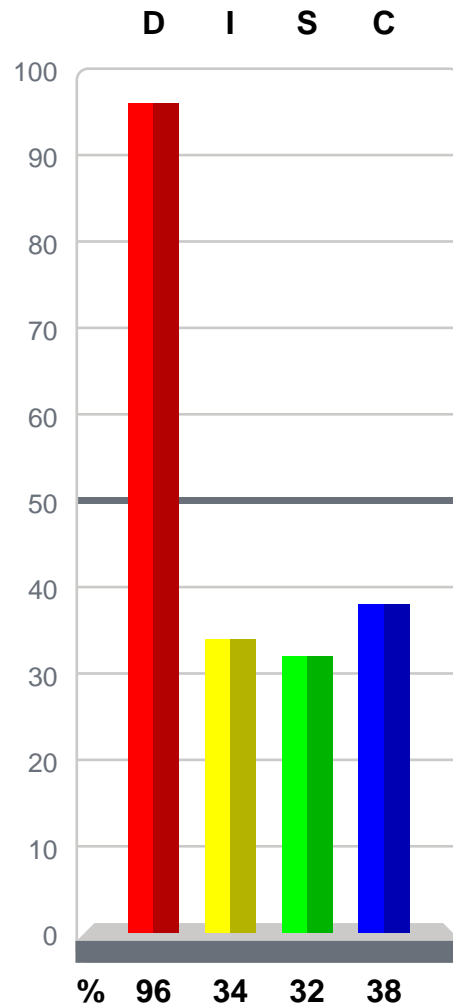
Adapted Style

Graph I



Natural Style

Graph II



Norm 2014 R4



## The Success Insights® Wheel

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

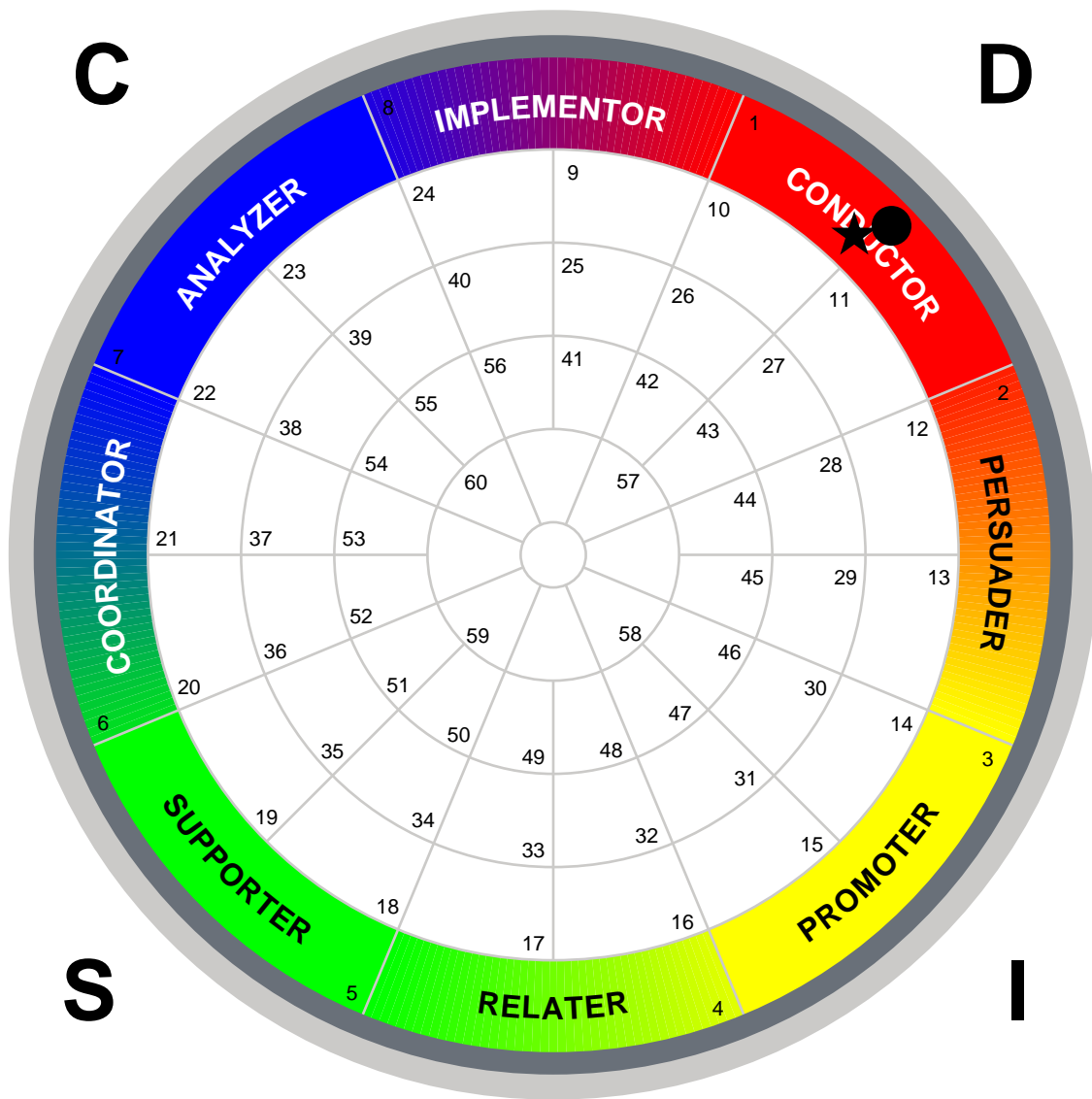
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.



# The Success Insights® Wheel

7-11-2014



Adapted: ★ (1) CONDUCTOR  
 Natural: ● (1) CONDUCTOR

Norm 2014 R4